

CONFIDENTIAL

Approved For Release 2001/08/07 : CIA-RDP80-01826R001100100032-8

8 MAY 1964

MEMORANDUM FOR: Inspector General

SUBJECT : Proposal: A Centralized Agency Counseling Service

1. Although many components of the Agency, particularly certain offices with the DDS, accept the notion that the Agency, its mission, and its modus operandi create an extraordinary work environment and peculiar sources of frustration for the employee, they have not felt compelled to develop an organizational entity designed specifically to meet the problem. So the establishment of a centralized counseling service in CIA has continued to be viewed as a matter for future consideration rather than as a matter of immediate concern.

2. Today, because of compartmentation and the absence of a generally accepted central reference point within the Agency, employees often don't know where to turn when faced with a problem. As a result, many components of the Agency, in addition to the individual's supervisor, endeavor to assist the employee in solving his problem. This decentralized approach has frequently resulted in:

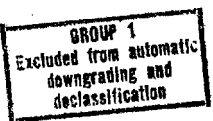
- a. ^{cation} ~~duplication~~ of effort
- b. promoting a tendency for persons to "give advice" in areas where they have no competence
- c. a tendency to encourage supervisors to deal with the more intimate and personal problems of their subordinates (a practice which many employees resent and which often results in limiting the supervisor's objectivity in making fitness reports, etc.)
- d. causing employees to willfully refrain from airing those problems which, in the Agency's interest, should be made known and/or resolved.

In my opinion, any handling of employee problems by well-meaning but unqualified Agency personnel is dangerous, and only serves to disenchant the employee. A dissatisfied employee loses his confidence in, and respect toward, the Agency. This, in turn, has a negative effect on the Agency's ability to maintain a positive image to both its employees and the general public.

3. In this regard, you, the Office of Security, the Medical Staff

Approved For Release 2001/08/07 : CIA-RDP80-01826R001100100032-8

CONFIDENTIAL



CONFIDENTIAL

and the Office of Personnel among others encourage employees to come to them with their problems. In reality, however, although "the door is always open," comparatively few enter. The average person is inclined to resist seeking assistance until he feels his back is against the wall. Many who are tempted to seek assistance don't wish to bother others because "they aren't sure their problem is significant enough." Most importantly, employees are fearful that if they do ask for help they will be labeled as "disgruntled," as a "mental case," as a "trouble maker," or as "immature." They become anxious because they feel that they may be viewed as lacking sufficient self reliance to be employed by this Agency. The end result is that employee tension increases as their frustrations persist. Their anxiety grows as they make quiet, unassisted, yet often unsuccessful attempts to look for solutions. It is lamentable that this should occur within an Organization whose policy demands that, in the interest of security, employees give careful thought as to the propriety of a given course of action.

4. With the Government's paramount interest in economy, the persistent high cost to the Agency in replacing its personnel, and the everpresent need to protect the security of the Agency's activities, the merit of establishing a centralized counseling service becomes apparent. Such a service could for example:

a. permit professionally competent investigators to monitor employee motivation and morale (supporting Agency security and economy);

b. ^{improve} ~~amplify~~ the Office of Personnel's effectiveness in the selection and placement of employees through a greater and more systematic utilization of available psychological resources and data (supporting Agency economy);

c. contribute significantly to the formulization of personnel policies through becoming more aware of, and sensitive to, employee attitudes and supervisory problems;

d. serve to provide a recognized and respected place where an employee can turn, regardless of his problem, with the recognition that efforts made to help him are efforts made to help the Agency.

5. I herewith recommend to you that a centralized counseling service be established in the Agency. I suggest, however, that

CONFIDENTIAL

GROUP 1
Excluded from automatic
downgrading and
declassification

CONFIDENTIAL

Approved For Release 2001/08/07 : CIA-RDP80-01826R001100100032-8

preliminary to the establishment of this centralized counseling service you determine the present scope of the psychological services now in existence within the Organization and consider their amalgamation.

6. I believe the Assessment & Evaluation Staff now attached to the Medical Staff represents the core of the Agency's assets in this area. They deal primarily with personnel placement problems by using tests designed to measure those important yet less malleable aspects of an employee's job qualifications, namely "personality factors." Since there has been growing recognition that "personality factors" are, in the final analysis, of primary importance in determining an individual's adjustment to and longevity on the job, it becomes correspondingly important, in my estimation, to fully consider these factors in the handling of personnel problems. Thus I would recommend the A & E Staff be transferred to the Office of Personnel. Without additional cost to the Agency in money or in personnel ceiling, this Staff could become the center within which the centralized counseling service might develop. Being presently staffed by psychologists and other personnel competent to handle most of the functions to be undertaken by this counseling service, the A & E Staff could expand its present range of responsibility and accommodate the counseling function with only a nominal increase in its T/O strength. This increase in T/O could be acquired by the lateral transfer of presently available qualified personnel and slots rather than through the recruitment of or creation of new personnel and positions.

7. I would further recommend that the A & E Staff be made immediately responsible to the Director of Personnel in its capacity as a centralized counseling service. Its activity transcends present Divisional lines, and it would assure that a professionally competent psychologist held responsibility for its operation. Too, I believe the Staff could readily develop the working liaison with the other specialized offices, i.e., OGC, MS, OS, IG, etc. necessary to assure an effective, yet highly economical method of dealing with employee problems.

8. Should you concur in the establishment of a centralized counseling service within the Agency, and in the transfer of the A & E Staff to the Office of Personnel, I believe that specific recommendations could easily be made with respect to refining present Organizational structure and realigning responsibilities to permit the implementation and early operation of this counseling activity. I sincerely believe that as a management tool, this service could help promote an esprit de corps among Agency employees and an Organizational efficiency heretofore not realized. In conclusion, I wish to state that in years past I have had discussions

Approved For Release 2001/08/07 : CIA-RDP80-01826R001100100032-8

CONFIDENTIAL

GROUP 1
Excluded from automatic
downgrading and
declassification

CONFIDENTIAL

Approved For Release 2001/08/07 : CIA-RDP80-01826R001100100032-8

25X1A

with Mr. [REDACTED] who is currently Chief, Personnel Security Division, Office of Security, and with several representatives of the Medical Staff. They generally concurred in the idea of the establishment of a counseling service within the Agency. Further, the recommendation contained herein has been, in essence, concurred in by the present Chief of the A & E Staff, [REDACTED]

25X1A

[REDACTED]
OP/ESD/ECB

25X1A

Approved For Release 2001/08/07 : CIA-RDP80-01826R001100100032-8

CONFIDENTIAL

GROUP 1
Excluded from automatic
downgrading and
declassification

SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM			
UNCLASSIFIED	<input checked="" type="checkbox"/> CONFIDENTIAL	SECRET	
CENTRAL INTELLIGENCE AGENCY OFFICIAL ROUTING SLIP			
TO	NAME AND ADDRESS	DATE	INITIALS
1	Director of Personnel <i>13 May</i>		
2	Room 5E56 - Hq <i>13 May</i>		
3			
4	<i>Hold for Survey Report</i>		
5			
6	<i>Hold for</i> [REDACTED]		
ACTION		DIRECT REPLY	PREPARE REPLY
APPROVAL		DISPATCH	RECOMMENDATION
COMMENT		FILE	RETURN
CONCURRENCE		INFORMATION	SIGNATURE
Remarks: Attached are two memoranda relating to employee counselling and placement, written by Office of Personnel staff members. These are sent with their permission. These reinforce the feeling of the inspection team that additional action should be considered in that area, in line with the draft recommendation we discussed. <i>Mr. [REDACTED] has read. Bel. has also. He feels the type of thing previously discussed. Because of very limited & precise he would not lean heavily on his comments necessarily.</i> <i>13 May 64</i>			
FOLD HERE TO RETURN TO SENDER			
FROM: NAME, ADDRESS AND PHONE NO.			DATE
[REDACTED] O/IG, 7D49 Hq			12 May 64
UNCLASSIFIED		<input checked="" type="checkbox"/> CONFIDENTIAL	SECRET